



*Washington State Department of Social & Health Services*

**Safety • Security • Treatment**

Strategic Plan 2006-2011  
**Special Commitment  
Center**

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#### **Special Commitment Center**

- Administration
- Residential Operation
- Clinical Treatment
- Community Programs Unit

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#### **Purpose of this Document**

This strategic plan communicates how we will advance our mission and goals in a changing environment and meet our future challenges, so that we can better serve the most vulnerable populations in Washington State. This document is a road map that guides the business policies and improvement strategies for our organization, employees and partners.

#### **Acknowledgements**

Special thanks go to the following colleagues who contributed to the development of this strategic plan: Special Commitment Center Management Team members and SCC Advisory Board members.

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# Executive Summary

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The Special Commitment Center's (SCC) strategic plan has been developed within the framework of DSHS. The overall goals promote further development of the program and respond to Federal District Court injunction mandates. The plan is based upon management's understanding of laws as they apply to SCC.



# Chapter 1 • Our Guiding Directions

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## **MISSION**

To provide comprehensive, individual treatment to each resident referred by the courts in a constitutionally sound environment that protects the safety and welfare of the public, staff and residents.

## **VISION**

To provide excellence in service to residents, meet the requirements set forth in chapter 71.09 RCW, and provide for a safe community.

## **GUIDING PRINCIPLES/CORE VALUES**

*Integrity* – SCC is dedicated to both individual integrity and operational integrity. Individual integrity is the individual's responsibility for personal honesty and reliability. Operational integrity is the organization's responsibility for completeness and consistency of operations. This is accomplished through unity of effort.

*Respect* – SCC recognizes and respects cultural diversity through the acknowledgement and support of each person involved with or in contact with the SCC program. Each SCC resident has unique needs and as such is entitled to an individual treatment plan with specific behavior-related expectations that are best supported through reinforcement, intervention and documentation.

*Service* – SCC staff consistently discharge their responsibilities in a manner that meets or exceeds high performance standards and maintain a focused work environment that supports the agency's mission.

*Quality* – SCC values high quality services and performance and embraces the goal of achieving high quality standards as an all-encompassing leadership philosophy and as a management model requiring continual assessment and improvement in the way business is performed. The SCC accomplishes this challenge by recognizing and collaborating with the program's customers: SCC residents, their families and advocates, communities, courts, and service providers. Customer needs are translated into well-defined processes and internal actions, which are aligned with SCC's common goals and objectives.

*Competence* – High value is placed on staff competence. To support this, SCC strives to recruit and retain capable and well-qualified staff. SCC educates and challenges staff by requiring high work performance standards, and providing sound supervisory expectations and mentorship.

*Safety* – SCC is committed to the protection and well-being of staff, residents and visitors. The SCC provides a safe living and work environment that offers a positive, therapeutic setting in which all persons may work toward their full potential.

## **STATUTORY AUTHORITY**

### **Chapter 71.09 RCW – Sexually Violent Predators**

The SCC was formed under the authority of chapter 71.09 RCW, a civil commitment statute, in April 1990.

A sex offender, typically a person who has served or is about to complete a prison term, may be detained for evaluation, pending court determination as to whether he/she meets the criteria of chapter 71.09 RCW and is a “sexually violent predator.”

If so, the individual is committed to the SCC program for care, control and treatment for an indefinite period.

The individual may become eligible for conditional release, by court order, to a less restrictive alternative (LRA) residential placement, but remains a ward of the department until unconditionally released from civil commitment status.



## Chapter 2 • The People We Serve

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### INTRODUCTION TO PROGRAMS

The Special Commitment Center's (SCC) role is to provide a treatment program for civilly committed sex offenders that both protects the public and offers the civilly committed offenders an opportunity to learn how to change and manage their behaviors so they may return to their families and community without re-offending. The program is statutorily charged to maintain a secure environment as a protection for staff, residents, and the public. To succeed in its mission, SCC works in partnership with SCC residents' families and advocates as well as local, county, state and federal governments.

### Background

In 1990, the Washington State Legislature enacted the Community Protection Act to protect the public from dangerous sexual offenders. At the heart of the new law was a civil commitment process for certain sex offenders. The law finds these offenders, who must meet the law's definition of "sexually violent predator" to be dangerous to the public and at a high risk to re-offend if released from prison without further mental health treatment in a secure setting. The Community Protection Act established the SCC as the secure setting in which civilly committed sex offenders would receive mental health treatment. The treatment program, initially housed in designated space within the Monroe Special Offender Center, admitted its first resident in August 1990.

By June 1994, the SCC resident population totaled 24. As a result of civil rights litigation, the Federal District Court placed an injunction on DSHS/SCC requiring that SCC provide "constitutionally adequate treatment" to the SCC residents. The court required SCC to develop comprehensive and individualized treatment services that offer an array of activities and options for residents. The court appointed a special master to oversee the program.

In 1997, the U.S. Supreme Court in *Hendricks v. Kansas* found State civil commitment statutes to be constitutional. At that time, the SCC resident population numbered 37. As uncertainty about the constitutionality of the program was diminished, the resident population began to accelerate. Physical space to house the growing program at Monroe quickly became inadequate. The decision was made to move SCC from Monroe to existing space within the perimeter of the larger McNeil Island Corrections Center.

In April 1998, the program and its 62 male residents moved to McNeil Island, occupying designated separate spaces within the correctional facility. SCC's single female resident later moved to space within the Washington Corrections Center for Women (WCCW) at Purdy. Continued SCC population growth later resulted in SCC's occupying additional space in the McNeil Island facility.

In October 1999, the federal court found the State in contempt for failure to make sufficient progress towards meeting the injunction requirements. Economic sanctions accruing daily were ordered, but deferred because of program progress. These deferred sanctions continue today. The state has made substantial improvements in the program. Current emphases are 1) vocational programming and 2) establishment of a mainland less restrictive alternative facility in King County (Seattle).

As of 2004, the injunction remains in force, but the court has acknowledged in recent findings following semi-annual reviews that the SCC program has made substantial progress. The court's requirement that the SCC establish "one or more less restrictive alternative facilities on the mainland" to house residents receiving court-ordered conditional releases from total confinement remains the key requirement to be fulfilled. As noted in this plan, the SCC has made significant progress in meeting this requirement and anticipates opening an LRA facility (named a "secure community transition facility" or SCTF in state law) in Spring 2005.

## **PROGRAM DESCRIPTION**

### **Administration:**

The resident population is steadily growing, with a projected addition of about two to three new residents per month, at least through FY 08. The program will occupy new facilities at the McNeil Island "North Complex" (Spring, 2004 move in) and the King County Secure Community Transition Facility (SCTF) in Seattle (Spring 2005). New functions (food services, grounds and maintenance services, security, expanded resident employment/training, among them) and increased staffing commensurate with population growth will result in about two hundred new staff and administrative positions.

**Residential Operations:**

Residential: Residential rehabilitation staff ensure that a 24-hour secure, treatment oriented living environment is provided to SCC residents. Within the facility, residents have opportunities for recreational activities, religious worship, supervised socialization with family members and friends, as well as appropriate vocational opportunities and access to medical and legal services. Residents share in the responsibility for maintaining a safe, orderly environment. Established rules and standards ensure that all residents understand the expectations of the Program.

**Clinical Treatment:**

The Clinical Department offers a treatment program for residents. The ultimate goal is to provide less restrictive treatment for residents after they have demonstrated internalization of treatment and have achieved Phase 5. The clinical program is designed to address the treatment needs of the resident, addressing sexual disorder(s) and other psychological/psychiatric disorders that may be present. This is achieved through a cognitive-behavioral relapse prevention model including psychopharmacological interventions where clinically indicated. Treatment goals for each resident include 1) accepting responsibility for offenses, 2) correcting inappropriate behavior 3) developing self-control for successful relapse prevention, and 4) development and acquisition of social skills.

**Community Programs Office:**

The primary function of the SCC Community Programs Office is to site, develop, implement and administer mainland secure community transition facilities (SCTF). SCTFs are mandated by state law to provide community transitional housing for SCC residents who receive a court-ordered conditional release from the total confinement facility. The residents who qualify for community placement have progressed through treatment and have demonstrated to the superior court of commitment that they can be safely treated in a setting that is a less restrictive alternative (LRA) than total confinement. In this effort, the Community Programs Office works closely with DSHS executive management, local governments including local law enforcement, the legislature, the Department of Corrections, and the public.



## Chapter 3 • Environmental Context

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### APPRAISAL OF EXTERNAL ENVIRONMENT

Under requirements of the 1994 federal injunction, court hearings are held to evaluate SCC's progress toward meeting the overall injunction requirement to provide constitutionally adequate treatment. In addition to several internal measures (treatment planning and documentation and resident employment, for example), SCC must develop a community transition program for qualified residents.

The requirement to successfully implement a mainland SCTF is presently a major focus of the SCC's work with the City of Seattle and King County, which will continue until the facility is operational in Spring 2005. Once the program is operational, the SCC maintains a close working partnership with the local community and local law enforcement.

### RESIDENT PROFILE

A review of the demographics suggests that the SCC residents comprise a diverse population. As of Spring 2004, there is one adult female resident at the SCC and over 189 adult male residents. The residents range in age from 18 to 77. Approximately 88 percent are between the ages of 18 and 59, and approximately 12 percent are between 60 and 77. A substantial number of residents have major medical conditions, significant physical disabilities, developmental disabilities, or mental illness. Some residents are physically or mentally vulnerable and must be protected from others; some have been diagnosed with psychopathic disorders; and some are long-term residents who have shown no interest in engaging in treatment.

### ACTIVITY LINKS TO MAJOR PARTNERS

**Governing Body:** The SCC's administrative oversight authority rests with the Governing Body, which meets quarterly to review and provide direction on the program's operations and performance in meeting its strategic goals. The Governing Body consists of eight permanent members from the Department of Social and Health Services: the Secretary; the Deputy Secretary; the Assistant Secretary, Health and Rehabilitative Services Administration; the Director, Personnel Services Reform; the Director, Lands and Buildings Division; the Director, Division of Alcohol and Substance Abuse; and the Director, Mental Health Division. The Superintendent of the SCC serves as a non-voting member of the Governing Body. The Mental Health Division Director serves as the Chairperson.

**Advisory Board:** The SCC Advisory Board is composed of members representing diverse interests. The board members include a certified sex offender treatment professional, representatives from community mental health programs, a resident family member, a victims' advocate, a representative of vocational and technical colleges, and lay community members. The board meets on a quarterly basis and provides advice and counsel regarding SCC policy and program operations.

**Operational Advisory Board for Secure Community Transition Facilities:**

State law requires that an operational advisory board be established in each community in which an SCTF is sited. Each operational advisory board advises SCC on facility and resident security plans and program operations and policies and procedures.

**Department of Corrections:** SCC and the McNeil Island Corrections Center (MICC) work under a joint operating agreement that reflects mutual recognition of the two agencies' missions and goals. A new interagency agreement is now under development that will identify and address the duties that are shared by the Department of Corrections and DSHS and the duties that exclusive to DSHS.

**Family Members of Residents:** SCC involves family members in a variety of formal and informal activities including family therapy and treatment planning conferences. SCC provides regularly scheduled family meetings to acquaint families with program operations and holds periodic family socials to enable families and residents to participate in informal social activities.

**Office of the Attorney General of Washington:** The Social and Health Services' Division of the Attorney General's Office acts as a legal advisor to the SCC program and represents SCC when the program or its employees are named as defendants in litigation. The Assistant Attorneys General assigned to represent the program work closely with the Superintendent and the SCC Management Team members, including the SCC Legal Coordinator and other staff. In 38 Washington Counties, the Criminal Justice Division of the Attorney General's Office handles the prosecution of civil commitment petitions, acting on behalf of the local county prosecutor.

**Office of the King County Prosecutor:** A special unit of the King County Prosecutor's Office handles the civil commitment cases for that county. About one-third of SCC's residents have been detained and civilly committed through the King County Superior Court. In addition to prosecuting King County civil commitment cases, the King County Prosecutor is also involved in appeals to the Washington Supreme Court regarding some cases with adverse rulings. The King County Prosecutor's Office takes an active role in helping to develop proposed conditions of release for King County civilly committed SCC residents who are seeking court-ordered conditional releases to less restrictive alternative placements.

**Local Governments:** SCC works closely with local governments, including city and county law enforcement, to share community notification and public safety information regarding individual civilly committed sex offenders released to LRA placements. The Pierce County SCTF enjoys a collaborative partnership with personnel in the surrounding city and county governments. The same collaborative effort is evolving between SCC staff and the City of Seattle and other local government staff as the development of the King County SCTF progresses.

**Resident Advocate:** The SCC staff who work in resident advocate positions assist residents in understanding their rights and responsibilities within SCC rules and policies. The resident advocates help residents to meet their needs and represent the residents' constructive interests within the overall program. The resident advocates report to the Access & Equal Opportunity Office of the Human Resources Division within DSHS.

**Ombudsman:** The SCC Ombudsman is charged with the responsibility to review SCC program services for compliance with policies. The Ombudsman functions independently of the SCC and is expected to serve as a neutral third party.

### **STAKEHOLDERS INPUT**

Many staff and interested parties were involved in the strategic plan development. Staff from all parts of the agency provided concepts and suggestions. The SCC Advisory Board also reviewed and commented on the draft plan. Their review and suggestions helped to further strengthen the plan.

### **FUTURE CHALLENGES AND OPPORTUNITIES**

- Managing a resident population that is aging, growing in numbers, and becoming more diverse.
  - A challenge: Managing increased costs resulting from a) the superior courts civilly committing an increasing number of individuals to the SCC program and b) an SCC population with increasingly complex and costly health care needs.
- Assisting DSHS Lands and Buildings staff and contractors in the design and remodeling of the building located in South Seattle to be used for the King County SCTF.
  - A challenge: Remodeling an existing warehouse into a facility that meets the public safety and security requirements of state law as well as the SCC's program needs.
  - An opportunity: Meeting the federal court injunction requirement for siting and operating an LRA program on the mainland.
- Developing, implementing and administering the King County SCTF program.
  - An opportunity: Complying with the federal court and administering an LRA program that supports the community transition needs of residents on conditional release to an LRA setting.
- Demonstrating to the Federal District Court that the SCC has fully complied with the requirements of the *Turay v. Seling* Injunction.
  - A challenge: Maintaining the high standards that the SCC treatment program has achieved in an environment of complex program and legal challenges.
  - An opportunity: Providing the state with a resource that protects the community while giving civilly committed sex offenders the opportunity to participate in treatment to learn how to manage their behavior and reduce risk of re-offending.
- Managing the SCC institutional program in a new facility at the McNeil Island North Complex.

- A challenge: Maintaining adequate security and program continuity following the move of a large-scale operation to another geographic location.
- An opportunity: Operating a high quality civil commitment program in an environment that supports the mission of the program and is conducive to success.
- Responding to state and federal litigation on constitutional and other policy issues affecting the SCC program.
  - A challenge: Managing the day-to-day operations while responding to court decisions and interventions.
  - An opportunity: Promoting an effective and constitutionally well-defined program.



## Chapter 4 • Goals, Strategies and Performance Measures

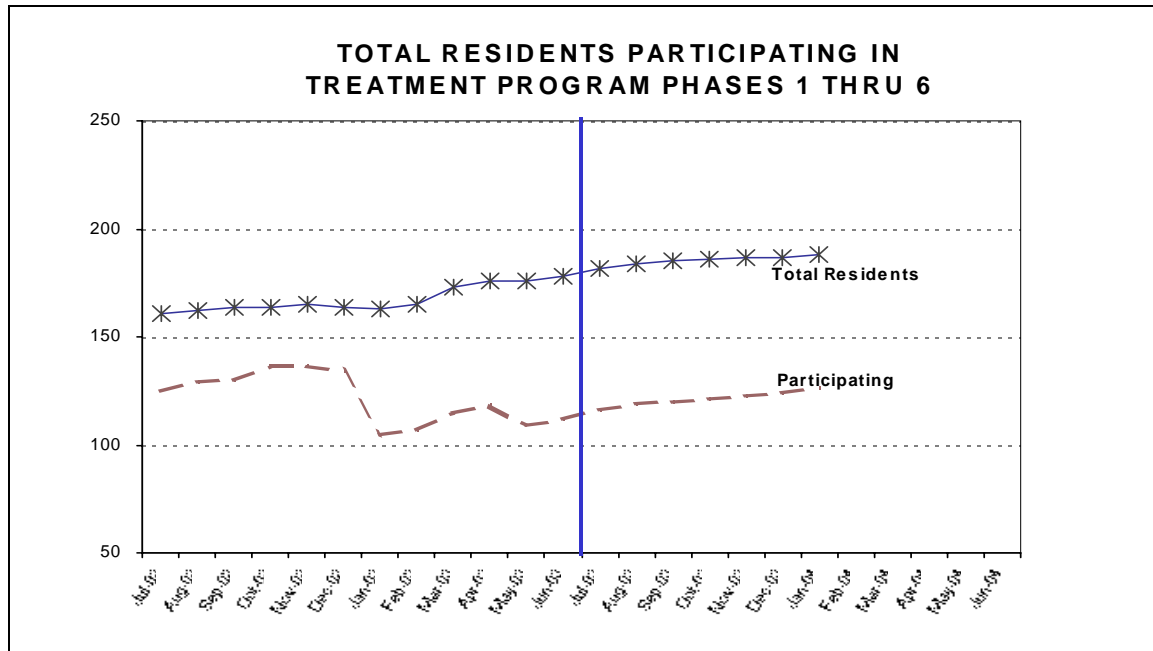


Chart from March 2004 Program Fiscal Review

SCC has several initiatives for which goals, strategies and performance measures are identified. These strategic goals are linked not only to DSHS' goals, but also reflect and respond to the mandates of the Federal District Court's injunction in *Turay v. Selig*.

### Facility Construction:

A new total confinement facility is under construction on McNeil Island. The facility will have an initial capacity of 268 beds, with design plans to expand the facility in phases to a maximum of 450 beds. The facility is scheduled to be ready for occupancy in Spring 2004.

In December 2001, the state's first secure community transition facility was opened in temporary quarters in a building at the North Complex area of McNeil Island. In April 2002, the Pierce County SCTF moved to its permanent location in a new facility with a maximum capacity of 24 beds. The new facility is located across the field from the new SCC Institutional facility at the McNeil Island North Complex. The SCTF provides a less restrictive alternative residential living arrangement for SCC residents on court-ordered conditional release.

When the first phase of construction is completed in Spring 2005, the King County SCTF, located in South Seattle, will house up to six residents on court-ordered conditional release. The leased building will be remodeled in two phases. The second phase of the remodeling will occur when there is a need for an additional six beds. Twelve beds will be the King County SCTF's maximum capacity.

**Public Safety Mitigation:**

SCC has negotiated a public safety mitigation plan with the City of Seattle related to the siting of the King County SCTF. Funds for the plan have been appropriated in the 2004 Supplemental Budget.

**Further Development of a Resident Vocational Program:**

SCC is committed to supporting a vocational program that will provide residents with appropriate opportunities for work and vocational training. The focus of the vocational program will be in the areas of food service, janitorial and computer skills. A permanent, full-time vocational manager and an assistant have been hired. A contract with Pierce College has been implemented to provide additional training resources for residents on computer skills, general studies and food service certification.

**Information Technology Infrastructure:**

Continue development of a facility-wide database.

**Staff Training and Consultation Requirements:**

Provide staff training and request expert consultations as necessary.

**A. IMPROVE CLIENT HEALTH AND SAFETY - PUBLIC VALUE****Goal 1: Administer the Special Commitment Center's secure treatment program in a new stand-alone institution on McNeil Island.****Objectives:**

- Develop and implement support services for the new SCC facility, most of which will be independent of McNeil Island Corrections Center.
- Facilitate an effective transfer from the MICC main facility to the new SCC facility.

**Strategies:**

- Identify support services to be developed.
- Identify outside resources to provide information/input regarding operational structure of support services.
- Develop a work-plan addressing all tasks and needs, including community and local government participants related to the facility move.
- Conduct preoperational training on-site at new facility.

**Activity:** SCC**Measures:**

- Creation of a comprehensive list of support needs.
- Identification and utilization of outside resources for each support service area.

- Creation of a work plan addressing all tasks and needs related to the facility move.
- Preoperational training given to staff.
- Develop timeline and achieve milestones as scheduled.

This goal contributes to the following Balanced Scorecard perspectives:

Themes: ☐Public ☒Customer ☒Financial ☒Internal ☐Learning & Growth

## **B. IMPROVE CLIENT SELF-SUFFICIENCY - PUBLIC VALUE**

### **Goal 1: Administer the Pierce County Secure Community Transition Facility (SCTF).**

#### **Objectives:**

- Operate the Pierce County SCTF within statutory requirements for public safety and program needs.
- Support residents in making safe and successful transitions to community living.

#### **Strategies:**

- In consultation with each resident, the resident's family, and treatment professionals, and others involved, develop and implement a community transition plan for each resident, that addresses the resident's unique treatment and community transition needs.
- Support residents in their efforts to engage in safe and appropriate vocational, educational, spiritual, and recreational activities.
- Hold residents accountable for complying with court-ordered conditions of release.
- Employ an on-going, comprehensive training program to instruct staff on facility operations, public safety, emergency procedures, and sex offender treatment principles.
- Pursue accreditation or certification for the SCTF staff training and development program.
- Work with local law enforcement to coordinate emergency response procedures and instruct law enforcement personnel on the SCTF program operations.
- Seek partners from non-profit organizations to aid in the transition of sex offenders back into society.

**Activity:** LRA

**Measures:**

- Number of trips to community activities and appointments made by SCTF residents per year without incident.
- Number of serious violations of conditions of release committed by SCTF residents each year.
- Number of resident LRA conditional releases that are revoked or modified by the court of commitment.
- Number of SCTF residents who receive court-ordered releases to another community placement less restrictive than the SCTF.
- The average hours per week SCTF residents work in competitive jobs and the rate of increase/decrease of the average over one year.
- The average rate of hourly pay SCTF residents receive in competitive jobs and the rate of increase/decrease of the average over one year.
- Number of Pierce County SCTF staff who successfully complete required initial staff training and on-going training each year.
- Accreditation or certification of the SCTF staff-training program achieved by July 2009.
- Number of local law enforcement personnel who participate annually in SCTF training exercises.

This goal contributes to the following Balanced Scorecard perspectives:

Themes: ☐Public ☒Customer ☒Financial ☐Internal ☒Learning & Growth

**Goal 2: Remodel an existing building for use as the King County SCTF; develop and implement King County SCTF program policies and procedures.**

**Objectives:**

- Assist DSHS Lands and Building Division to design and remodel an existing building and exterior lot for use as the King County SCTF.
- Develop and implement program policies and procedures that meet or exceed statutory requirements for public safety and program needs.
- Train SCTF staff on the program policies and procedures.
- Develop a working partnership with local law enforcement and the surrounding business community and neighborhoods.

**Strategies:**

- Consult with DSHS Lands and Buildings staff and contractors on facility and site designs to assure the remodeled building meets public safety requirements and program needs.
- Establish and consult with the King County SCTF Operational Advisory Board regarding facility design requirements and program policies and procedures.
- Develop and implement King County SCTF policies and procedures using the Pierce County SCTF policies and procedures as a model.
- Work with the SODO Business Association and nearby businesses and neighborhood residents to inform them of the SCTF program and involve them in the process of establishing the program.
- Implement a comprehensive training program to instruct SCTF staff on facility operations, public safety, and emergency procedures.
- Involve local law enforcement in training exercises prior to the opening of the SCTF.
- Seek partners from non-profit organizations to aid in the transition of sex offenders back into society.

**Activity:** LRA**Measures:**

- Construction on the building and site work are completed within capital and operating budget appropriations and on time (March 2005).
- King County SCTF operating policies and procedures are developed with review and comment by the SCTF Advisory Board and approved by the SCC Governing Body at least 60 days prior to the scheduled program opening.
- Number/percentage of SCTF staff who successfully completed training prior to the program opening.
- Number of local law enforcement personnel who participated in SCTF training exercises prior to the program opening.

This goal contributes to the following Balanced Scorecard perspectives:

Themes: ☒Public ☒Customer ☒Financial ☒Internal ☒Learning & Growth

**Goal 3: Promote vocational services to civilly committed sex offenders to prepare them for work opportunities appropriate to their treatment and residential needs.**

**Objectives:**

- Identify work opportunities that will be available at the new facility, and ensure appropriate procedures and systems are in place for the selection and evaluation of residents who are hired.
- Identify and implement additional vocational education programs of value to residents.
- Establish collaborative relationships with and provide information to community organizations and businesses to assist residents in obtaining and maintaining employment.

**Strategies:**

- Assess resources and institutional and community employment opportunities that are available for residents in the SCC Institution and in SCTF programs.
- Review current policies and procedures for institutional resident job assignments and revise as necessary.
- Increase community vocational contracts for job training.
- Review residents' vocational needs and transferable job skills.
- Provide all residents in Phase 4 and Phase 5 of the institutional treatment program with a vocational/education assessment.
- Identify community agencies, organizations and businesses that offer assistance or training programs of benefit SCC residents.

**Activity:** SCC, LRA

**Measures:**

- Number of employment opportunities identified within the SCC Institution.
- Percentage of institutional employment opportunities filled.
- Job descriptions established for all resident employment positions that clearly define and describe the work assignment including the number of hours per week required to complete work assignments.
- New vocational education program added.
- Number of residents with vocational assessments completed.
- Number of residents in Phase 4 and Phase 5 of the treatment program for whom vocational/educational assessments have been completed.
- Number of community resources identified and the types of services available.

- The average hours per week SCTF residents work in competitive jobs and the rate of increase/decrease of the average over one year.
- The average rate of hourly pay SCTF residents receive in competitive jobs and the rate of increase/decrease of the average over one year.

This goal contributes to the following Balanced Scorecard perspectives:

Themes: ☒Public ☒Customer ☒Financial ☐Internal ☒Learning & Growth

## **C. IMPROVE ACCESSIBILITY AND SERVICE INTEGRATION - CUSTOMER SERVICE**

**Goal 1: Establish and maintain SCTF operational advisory boards in communities where secure community transition facilities are located.**

### **Objectives:**

- Establish and maintain SCTF Operational Advisory Boards that review and make recommendations regarding the security and operations of Secure Community Transition facilities per RCW 71.09.320.

### **Strategies:**

- Provide staff support for the Pierce County SCTF Operational Advisory Board and King County SCTF Operational Advisory Board meetings.
- Prepare written responses to formal recommendations made by an SCTF board regarding program policies and procedures or individual resident security measures.
- Work with the City of Seattle staff to recruit members for the King County Operational Advisory Board and request appointments by the DSHS Secretary.
- Provide an orientation for the King County SCTF Operational Advisory Board members on the civil commitment process, the SCC program, the SCTF statutory requirements and policies and procedures.
- Consult with the King County SCTF Operational Advisory Board members on the design of the SCTF building and the development of SCTF program policies and procedures.

**Activity:** LRA

### **Measures:**

- All board members are recruited and appointed to the King County SCTF board by July 1, 2004.
- New members are recruited and appointed to seats within 90 days of date when vacancies occur.
- Average of 75 percent of the appointed board members attend meetings.

- Satisfaction expressed by SCTF Advisory Board members regarding program operations and policies and procedures (annual survey).

This goal contributes to the following Balanced Scorecard perspectives:

Themes: ☒Public ☐Customer ☐Financial ☐Internal ☒Learning & Growth

## **Goal 2: Participate in the Partnership for a Safer Community**

### **Objectives:**

- Represent SCC in the Partnership for Community Safety forum to develop relationships with and assist community members in the effort to increase safe community housing options for level III sex offenders.

### **Strategies:**

- SCC staff attend partnership meetings and provide staff support for the executive subcommittee.
- SCC staff participates as a member of local area teams (King County).

**Activity:** LRA

### **Measures:**

- SCC staff attendance at partnership and local area team meetings averages 90 percent.

This goal contributes to the following Balanced Scorecard perspectives:

Themes: ☒Public ☐Customer ☐Financial ☐Internal ☒Learning & Growth

## **D. IMPROVE CUSTOMER SERVICE - CUSTOMER SERVICE**

### **Goal 1: Prepare resident annual reviews to Superior Courts in a timely manner, and that reflect compliance with court recommendation**

### **Objectives:**

- Complete all annual reviews on time

### **Strategies:**

- Add resources (new PhD, consultants)
- Prioritize annual reviews for forensic group

**Activity:** SCC, LRA

### **Measures:**

- Percent of annual reviews completed

This goal contributes to the following Balanced Scorecard perspectives:

Themes: ☒Public ☒Customer ☒Financial ☐Internal ☐Learning & Growth



**Goal 2: Maintain a Resident Grievance System that provides timely responses to resident grievances**

**Objectives:**

- Maintain a responsive grievance system

**Strategies:**

- Quarterly audits by Quality Assurance Manager

**Activity:** SCC, LRA

**Measures:**

- Deficiencies, if identified, are corrected

This goal contributes to the following Balanced Scorecard perspectives:

Themes: ☐Public ☒Customer ☐Financial ☒Internal ☒Learning & Growth

**E. IMPROVE QUALITY ASSURANCE AND SUSTAINABILITY - INTERNAL PROCESS**

**Goal 1: Maintain and strengthen program oversight mechanisms**

**Objectives:**

- Demonstrate through the Inspection of Care (IOC) process that the SCC institutional programs are in substantial compliance with established standards and measures on an ongoing basis.
- Consult with the SCC Advisory Board regarding IOC corrective action plans.
- Establish and maintain effective and appropriate communications with the SCC Ombudsman (ongoing).
- Develop and implement quality assurance standards and measures for Secure Community Transition Facility programs.

**Strategies:**

- Conduct annual inspections of the SCC Institution against all standards and measures.
- Conduct semi-annual review of the status of findings from the annual inspection.
- Review and revise standards and measures in consultation with experts on specific requirements.
- Consult with the SCC Advisory Board and SCTF Operational Advisory Boards to review proposals for program quality improvements and share information with the constituencies they represent.

- Community Programs Office, in consultation with experts, the Associate Superintendent for Treatment and Care, the Pierce County SCTF Manager, and SCC Quality Assurance Manager, develop SCTF program standards and measures.
- Community Programs Office coordinates with Associate Superintendent for Treatment and Care, the Pierce County SCTF Manager, and the SCC Quality Assurance Manager to implement an SCTF program evaluation procedure using the SCTF standards and measures.

**Activity:** SCC, LRA

**Measures:**

- SCC Institution successfully completes each annual IOC process with no findings below "meets minimal requirements."
- Semi-annual reviews of the SCC Institution are completed with no remaining findings below "meets minimal requirements."
- Number of meetings held/maintenance of membership.
- Timely responses to reports and meetings attended.
- Prototype of the SCTF quality assurance program ready for trial when King County SCTF opens March 2005.
- SCTF standards and measures are fully developed and implemented by July 2006.
- SCTF programs surveyed (beginning 2006 and ongoing) against the fully implemented standards and measures receive no findings below "meets minimal requirements."

This goal contributes to the following Balanced Scorecard perspectives:

| Themes: ☐Public ☒Customer ☐Financial ☒Internal ☐Learning & Growth

## **F. IMPROVE WORKFORCE DEVELOPMENT AND DIVERSITY - INTERNAL PROCESS**

### **Goal 1: Recruit, train and retain a diverse, professional staff**

**Objectives:**

- Increase the percentage of permanently hired staff who complete diversity training within six months of employment.
- Provide specialized sex offender treatment training to SCC staff who work directly with SCC residents.

- Implement training for all current direct care staff and for new hire direct care staff on an ongoing basis on methods for responding to and managing SCC residents with assaultive behaviors.
- Develop comprehensive security training for all current direct care staff and for recently hired direct care staff on an ongoing basis.

**Strategies:**

- Provide diversity training to all permanently hired staff within six months of employment.
- Use qualified persons hired under existing contracts to conduct “train-the-trainer” sessions to increase the number of in-house staff qualified to conduct training.
- Develop and include a comprehensive training module on facility and program security as part of the new employee orientation curriculum.

**Activity:** SCC, LRA

**Measures:**

- Percentage of permanent employees completing diversity training within six months.
- Number of staff who have been trained and qualified as instructors in specific subjects.
- Percentage of direct care staff participating in PART 2000 training.
- Percentage of direct care staff completing security training prior to the opening of the new facility.

This goal contributes to the following Balanced Scorecard perspectives:

Themes: ☒Public ☒Customer ☒Financial ☒Internal ☒Learning & Growth

**Goal 2: Complete Harassment Prevention Training for SCC staff**

**Objectives:**

- Provide harassment prevention training to all staff

**Strategies:**

- Develop schedule for all staff to attend harassment prevention training

**Activity:** SCC, LRA

**Measures:**

- Percentage of staff who have completed harassment prevention training

This goal contributes to the following Balanced Scorecard perspectives:

Themes: ☒Public ☒Customer ☒Financial ☒Internal ☒Learning & Growth



## Chapter 5 • Organization Assessment Summary

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### **PERFORMANCE ASSESSMENT**

Washington State was the first to create the legal framework of the Special Commitment Center. At the time of its inception, SCC admitted its first resident in August 1990. In Spring of 2004, a total of 190 residents have been civilly committed to the SCC for care, control, and custody. During this time a total of 12 residents have been conditionally released to less restrictive facilities, five to the Pierce County Secure Community Transition Facility (SCTF).

SCC continues to offer the sex offender treatment program to civilly committed residents, giving each the opportunity to participate and succeed, and eventually transition to and receive court ordered release to the community.

In the spring of 2005, SCC will establish the second state owned SCTF, in King County, providing for the increase of the number of court conditioned LRAs.

### **FINANCIAL HEALTH ASSESSMENT**

The Special Commitment Center program is operated entirely by state funds. It does not receive any reimbursement from the federal government. The current cost for keeping an offender in the SCC is approximately \$100,000 per year. An LRA could cost as much as \$400,000 per year per offender. With the increasing number of civilly committed placements into the SCC, there is an increased number of staff and resources to provide care and treatment, as well as security for the public. Also, with the increase in aging population comes the increase in medical and health care required to provide a safe and healthy environment.

### **COST REDUCTION STRATEGIES**

The Special Commitment Center program continues to grow. Although efforts are taken to reduce spending where possible, the quality and quantity of services needed to comply with state law cannot be compromised. SCC is committed to operate and manage a 24 hour, 7 day a week institution for an increasing number of sex offenders. In addition, within the next year, there will be two LRA state-owned facilities in operation.



## Chapter 6 • Capacity Assessment Summary

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### **INFORMATION TECHNOLOGY PLAN**

It is the goal of the SCC Information Technology office to improve and expand the IT infrastructure in order to provide effective services to staff, and provide information to the public and legislature while maintaining high security and confidentiality.

To achieve this goal, several objectives are being planned and implemented. The broad objectives are:

- Utilize the SCC IT Advisory Workgroup to identify intranet site content and to establish security and confidentiality criteria.
- Develop and operate an SCC Internet site which provides the public with easy access to general information about the program as well as allowing for electronic inquiries.
- Create a program-wide secure database to improve service delivery and allow for enhanced information sharing across program areas.
- Replace all SCC workstations (PCs) and servers every 5 years.
- Provide basic IT policy overview, basic IT skills and advanced software training.
- Upgrade the operating system and office software on all workstations and servers to run Microsoft Windows 2000 and Office 2000.
- Equip Secure Community Transition Facilities with computers for staff and network to the State Government Network.

### **SUCCESSION OR WORKFORCE DEVELOPMENT PLAN**

As of November 1, 2003, the Special Commitment Center was comprised of 275 positions, of which 26 are considered key technical and leadership positions. There are no indications that any of these key positions will be vacated due to retirement within the next 5 years. Note: SCC's staffing positions is increasing to nearly 400 by the end of this biennium.

The goal of SCC is to ensure sufficient numbers of qualified candidates compete for leadership positions. SCC plans to:

- Inform and involve staff and the Union in succession planning
- Implement leadership development strategies
- Identify patterns of turnover
- Forecast future succession planning needs

### **FACILITY PLAN**

A new total confinement facility is under construction on McNeil Island at the island's North Complex location. The new facility, with a capacity of 268 beds, is scheduled for opening in Spring 2004. Design plans will provide for expansion of the facility in phases as needed to accommodate up to a maximum of 450 adults.

As provided in the law, the Special Commitment Center Program must develop SCTFs in mainland locations. Following an extensive search for property meeting the statutory siting requirements, the Special Commitment Center Program selected a site that is an existing commercial property in South Seattle. After extensive remodeling has been completed, the building is projected to open in March 2005 as the new King County Secure Community Transition Facility. Eventually, as needed, state law provides the option to site Secure Community Transition Facilities (SCTFs) in five other counties besides King County.

## **DIVERSITY PLAN**

SCC recognizes and respects cultural diversity, and subscribes to the principles of tolerance and fairness in the workplace. Staff and the residents that they serve represent a diverse population. Individuals with disabilities, minorities and the gay, lesbian, bisexual and transsexual/transgender populations are all represented.

The SCC cultural/diversity program offers residents a variety of culturally diverse activities on a regular basis throughout the year. An effort to expand the diversity of cultural observances at the SCC, both to reflect and honor the diversity of residents and staff includes an expansion of the calendar of events. New events are expected to be included, some of which are unforeseen.

SCC continues to utilize the department's recruitment resource directory, contacts with Pierce College, and other resources to recruit diverse candidates. As of December, 2003, 36%, or 67 of 186 SCC permanent employees, were minority. Seventy-five of the total number of employees, or 40%, were women.

The SCC actively solicits minority-owned contract services. It contracts with a variety of individuals and organizations to provide training and quality of service consultations for staff, and educational and support services for residents.

The SCC recognizes residents have culturally diverse interests. SCC encourages and supports groups and activities provided by volunteers for the benefit of residents. It is hoped that by promoting contact with community volunteers, this experience will foster increased involvement of residents in cultural activities. The SCC also provides volunteer program support in various areas including Alcoholics Anonymous and religious organizations. SCC has a satisfactory number of volunteers and contractors who address a multitude of culturally diverse/religious needs of residents.

## **INDIAN POLICY PLAN**

SCC is committed to increasing the number of qualified Native American applicants for positions within the organization by continuing to advertise with local community-based tribal organizations. According to the SCC Indian Affairs Policy dated April 2003, of the 214 staff at SCC, over 60 percent provide direct service to SCC's residents. African Americans represent 27% of the total staff, Asian/Pacific Islanders represent 2%, Hispanics 5%, and Native American 1%.



SCC's goal is to expand the number of Native American volunteer visits to SCC by 50% through the existing Native American spiritual and cultural advisors' contracts. As of the April 2003 report, there are approximately 12 residents who practice Native American spiritual activities. SCC contracted with a Native American cultural advisor to promote Native American volunteers to enhance the program.

Through the Native American spiritual and cultural advisors, working relationships with local tribes have been established.







This document is also available electronically at:

[www1.dshs.wa.gov/strategic](http://www1.dshs.wa.gov/strategic)

Persons with disabilities may request a hard copy by contacting DSHS at: 360.902.7800, or TTY: 800.422.7930.

Questions about the strategic planning process may be directed to DSHS Constituent Services at: 1.800.737.0617.

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